



FY2025 Financial Results



The digest video of the Suzuki official Jimny fan event 'Jimny Day' (held on March 28, 2026) is now available on Suzuki Motor Corporation's official YouTube channel [Public Relations]

<https://www.youtube.com/watch?v=q-X8kaWcwPM>

May 14, 2026

SUZUKI MOTOR CORPORATION

FY2025 Results

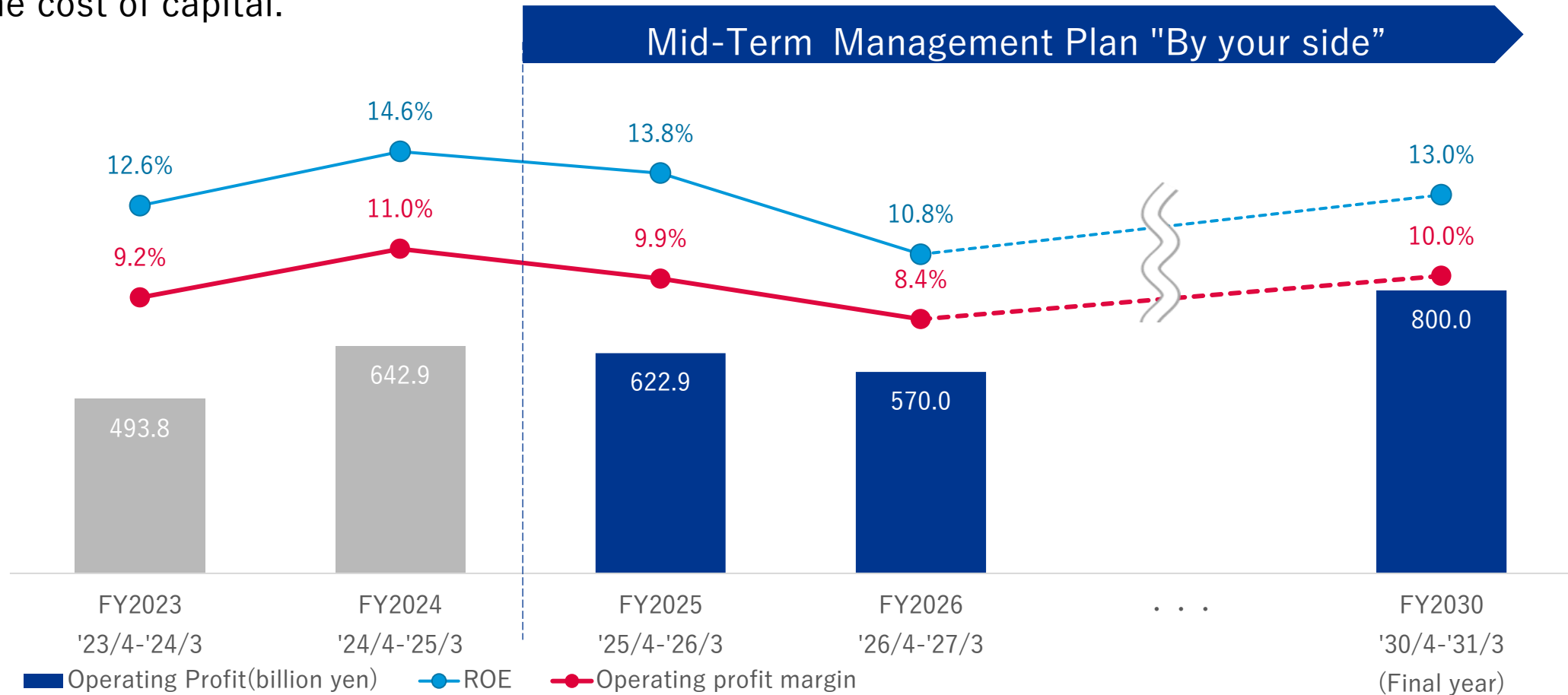
- Revenue: 6,293.0 billion yen; Operating profit: 622.9 billion yen
- Higher revenue but lower profit due to rising raw material costs and continued growth investments in people and technology.
- Fourth-quarter operating profit reached a record high for a single quarter.

Forecast for the FY2026

- Revenue is expected to be 6,800.0 billion yen and operating profit 570.0 billion yen.
- Although automobile sales volume is projected to reach 3.55 million units (+7.1% YoY), higher raw material costs are expected to result in higher revenue but lower profit.
- The situation in the Middle East remains highly uncertain, and the associated risk impact has not been factored into the forecast.
- Estimated impact of approximately 100.0 billion yen for the full year if risks fully materialize.

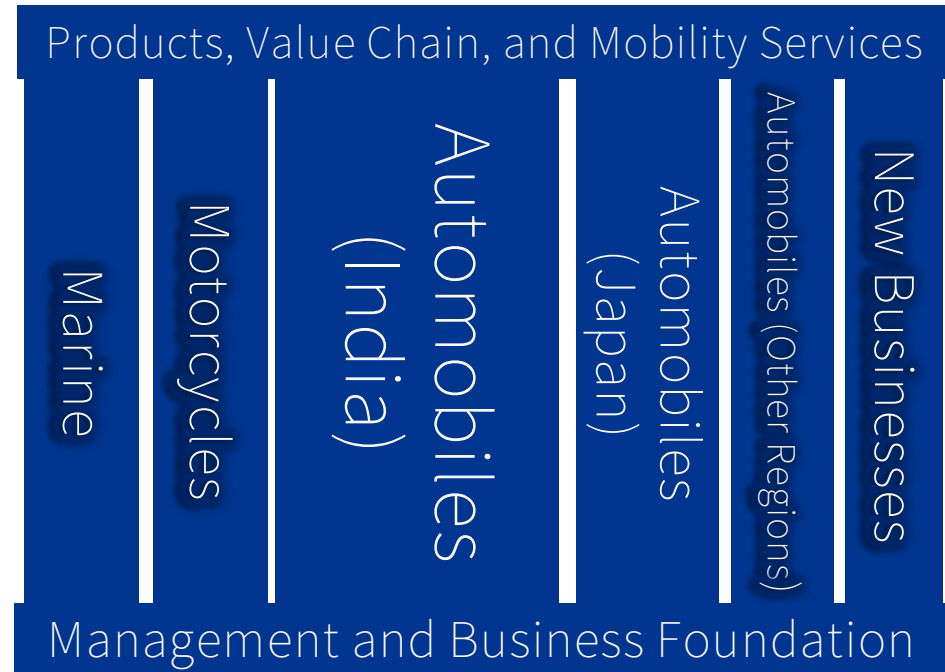
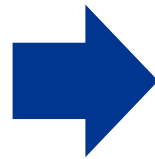
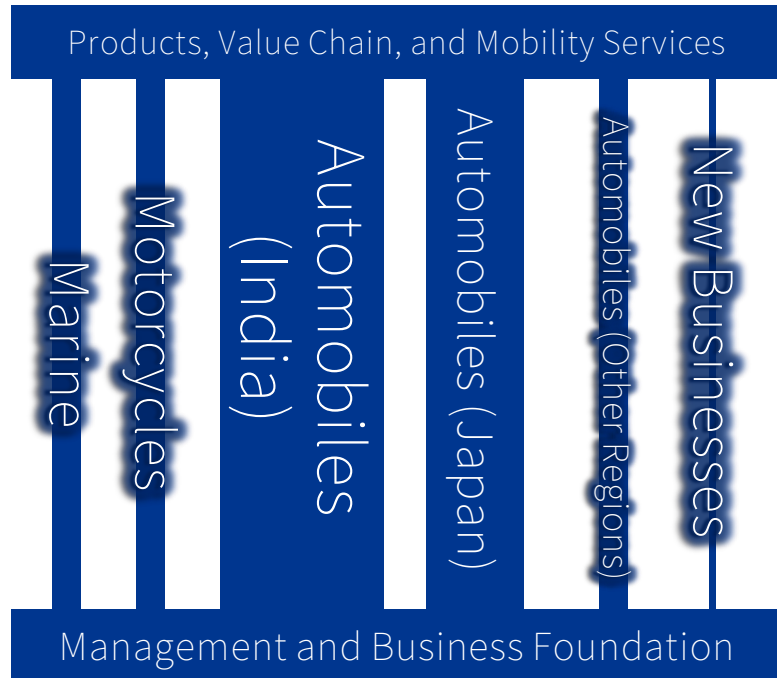
Progress of the Mid-Term Management Plan “By Your Side”

- The Mid-Term management plan targets are operating profit of 800.0 billion yen, operating profit margin of 10.0%, and ROE of 13.0%.
- Promote initiatives based on three pillars: “new vehicle earning,” “value chain earning,” and “fixed costs.”
- Implement ROIC-based management tailored to Suzuki’s business realities and work to reduce the cost of capital.



Initiatives to Achieve the Mid-Term Management Plan | Strengthening the Business Foundation

- Practice Suzuki's Operating System that thoroughly stays close to customers under the concept of "By Your Side."
- Leverage the achievements and insights cultivated in Japan not only for the continuously growing Indian business, but also to drive growth in automobiles, motorcycles, marine products, and new businesses across each region.



Shareholder Return

Enhance corporate value through growth investments, and steadily implement a progressive dividend policy based on a DOE of 3.0% to meet the expectations of shareholders.

- FY2025('25/4-'26/3)
 - Annual dividend : **46** yen per share (up 5 yen from FY2024(+12.2%), DOE 3.0%)
 - Year-end dividend: **24** yen per share (up 3 yen from FY2024)
- Forecast for FY2026('26/4-'27/3)
 - Annual dividend: **51** yen per share (up 5 yen from FY2025(+10.9%), DOE 3.0%)

*DOE= Cash dividends per share \div ((Equity attributable to owners of the parent per share at the beginning of the period
+ Equity attributable to owners of the parent per share at the end of the period) \div 2)
Equity attributable to owners of parent excludes other components of equity

*The company's estimate of DOE for FY2026

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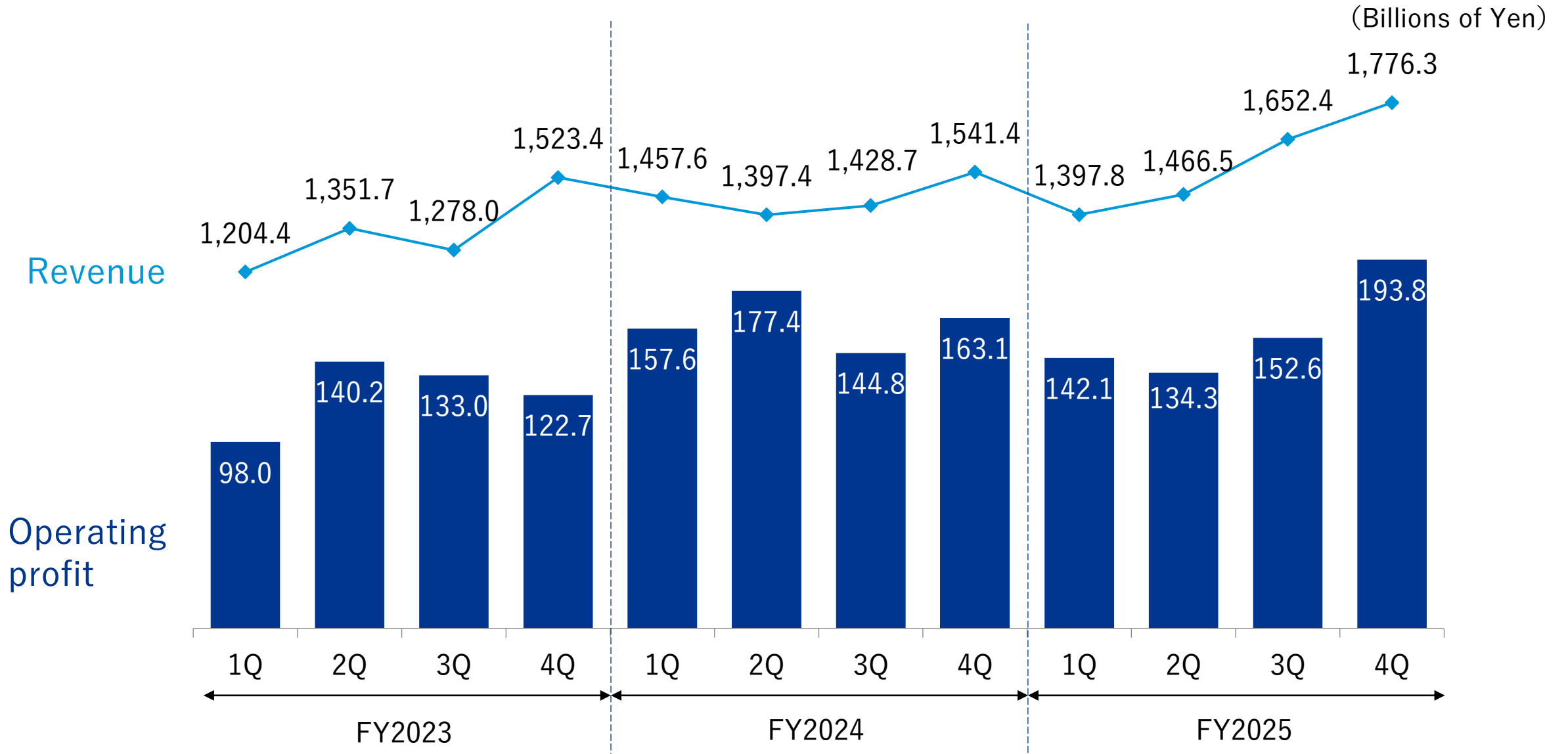
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FY2025 Results | Highlights

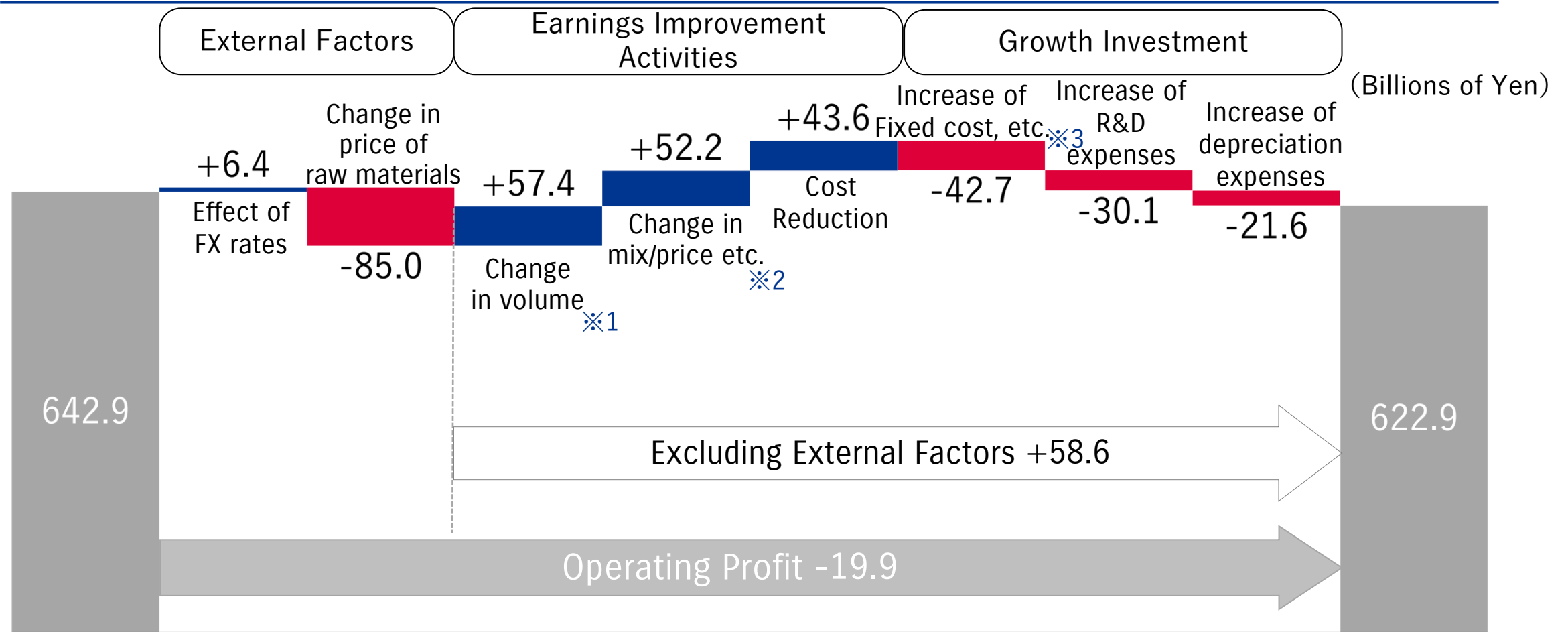
(Billions of yen)		FY2025 ('25/4-'26/3)	FY2024 ('24/4-'25/3)	Change		Record
					Ratio	
Consolidated Financial Results	Revenue	6,293.0	5,825.2	+ 467.8	+ 8.0%	Record-high, increased for the 5th consecutive period
	Operating Profit (Margin)	622.9 (9.9%)	642.9 (11.0%)	-19.9	-3.1%	First decline in 4 periods
	Profit before tax (Margin)	730.7 (11.6%)	730.2 (12.5%)	+ 0.5	+ 0.1%	Record-high, increased for the 6th consecutive period
	Profit* (Margin)	439.3 (7.0%)	416.1 (7.1%)	+ 23.2	+ 5.6%	Record-high, increased for the 6th consecutive period
Global Sales Volume (Thousand units)	Automobile	3,320	3,241	+ 79	+ 2.4%	Increased in India, Pakistan, Africa, etc.
	Motorcycle	2,261	2,064	+ 197	+ 9.5%	Increased in India, Latin America, etc.
Cash Dividends	Interim Cash Dividends Per Share	46 yen	41 yen	+ 5yen	+ 12.2%	Increased for the 6th consecutive period, Record-high dividend (Increased for the 7th consecutive period including commemorative dividend)
ROE	ROE	13.8%	14.6%		-0.7%	

* Profit attributable to owners of parent

FY2025 Results | Quarterly Results



FY2025 Results | Factors of Change in Operating Profit (Full-Year)



FY2024
'24/4-'25/3

- *1 Breakdown for Change in volume
- Non-Consolidated +0.9
 - Maruti Suzuki India +43.6

- *2 Breakdown for Change in mix/price etc.
- Non-Consolidated +31.9
 - Maruti Suzuki India +48.6

- *3 Breakdown for Fixed cost, etc.
- Labor costs -47.8
 - Marketing costs +2.3
 - Quality-related costs +8.0

FY2025
'25/4-'26/3

Note: From the current fiscal year, the increase/decrease in R&D expenses is presented based on the amount recorded in the income statement.

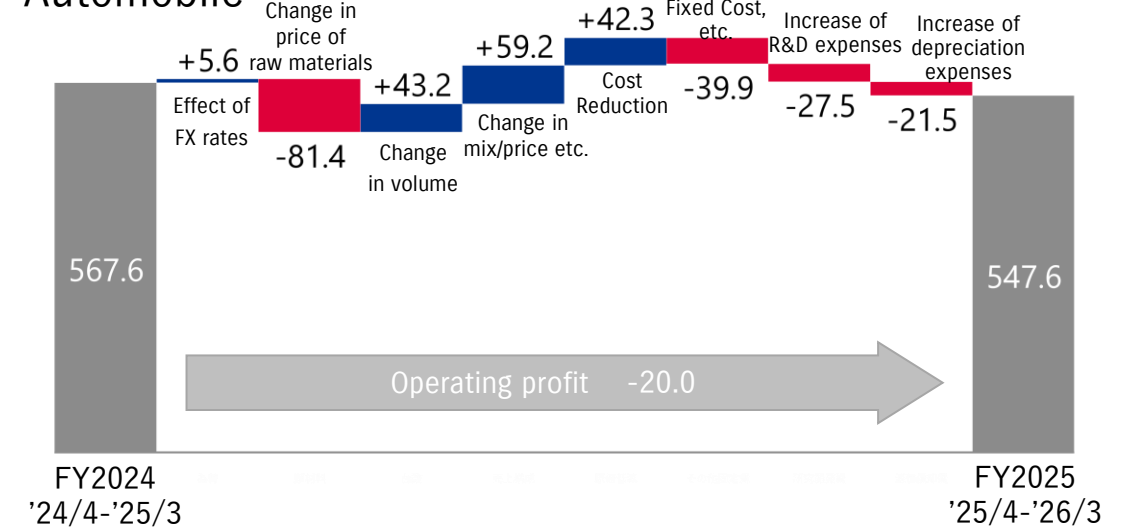
FY2025 Results | Operating Results by Segment

(Billions of Yen)

	'25/4-'26/3					'26/1-3				
	Revenue		Operating profit			Revenue		Operating profit		
		YoY		YoY	Margin		YoY		YoY	Margin
Auto.	5,706.4	+8%	547.6	-4%	9.6%	1,606.2	+14%	172.8	+20%	10.8%
Moto.	454.5	+14%	44.8	+10%	9.9%	131.2	+28%	13.0	+33%	9.9%
Marine	119.5	+9%	26.6	-13%	22.3%	35.8	+19%	7.1	-14%	19.9%
Others	12.6	+4%	3.9	+2%	31.0%	3.1	-13%	0.9	-4%	30.5%
Total	6,293.0	+8%	622.9	-3%	9.9%	1,776.3	+15%	193.8	+19%	10.9%

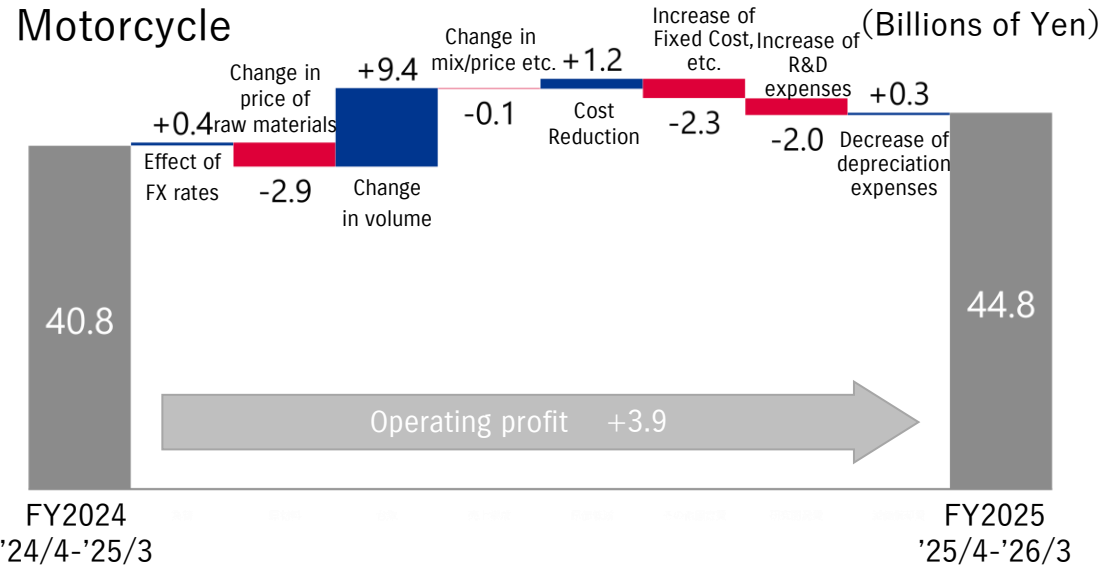
Automobile

(Billions of Yen)



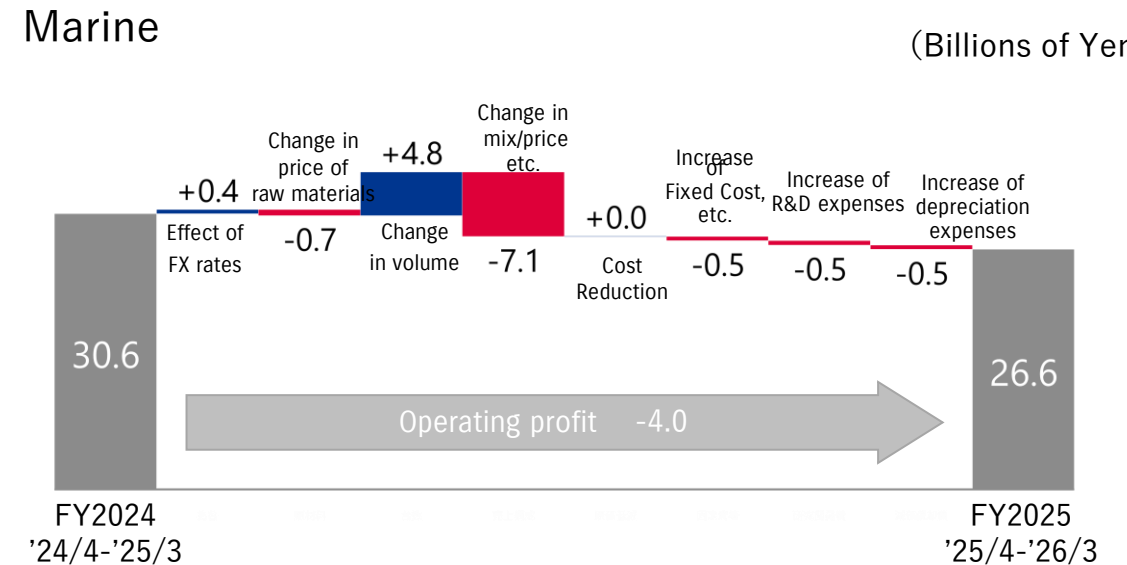
Motorcycle

(Billions of Yen)



Marine

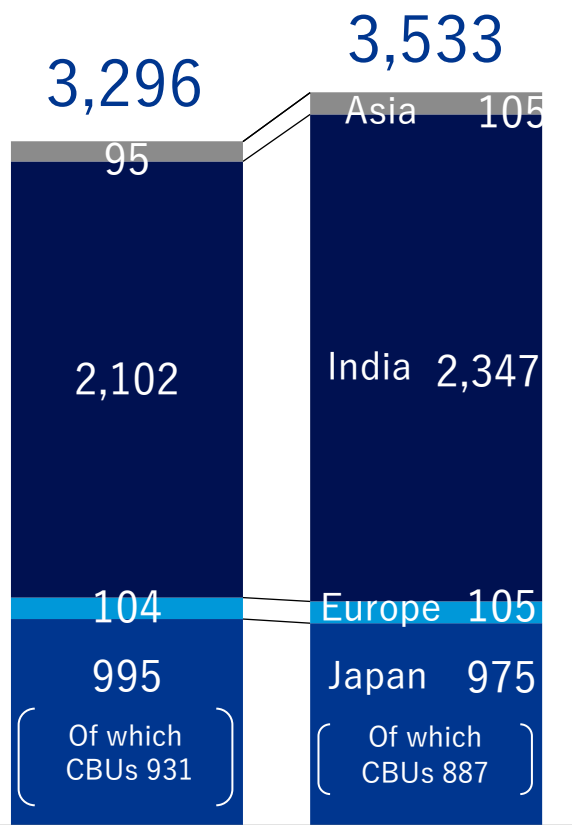
(Billions of Yen)



Production and Sales Volume of Automobile | Global

Production Results

+237 (+7.2%) (Thousand units)



FY2024

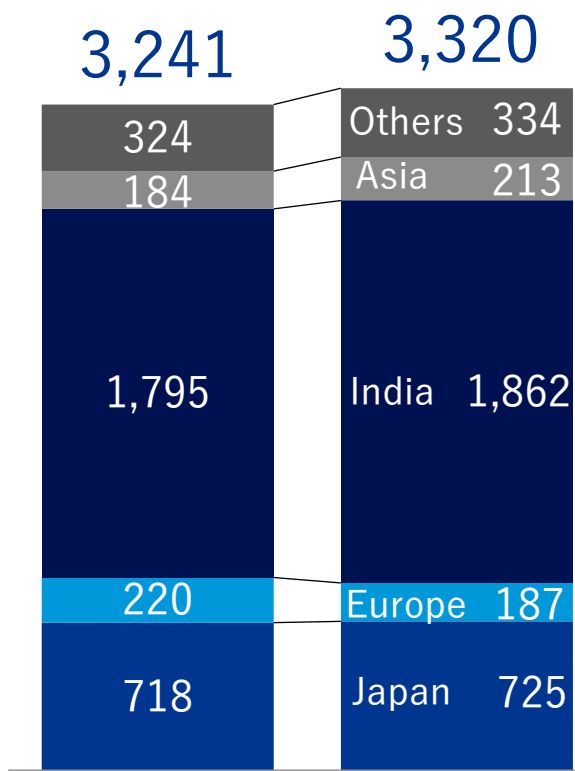
'24/4-'25/3

FY2025

'25/4-'26/3

Sales Results

+79 (+2.4%) (Thousand units)



FY2024

'24/4-'25/3

FY2025

'25/4-'26/3

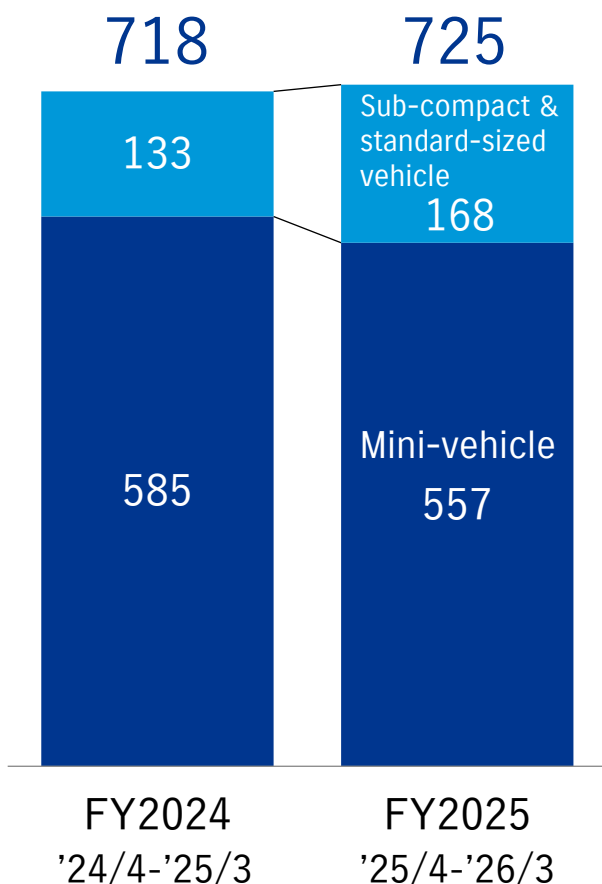
FY2025 Global sales

(Thousand units)

	Volume	Year-on-year	
Global Sales	3,320	+79	+2.4%
Japan	725	+7	+1.0%
Europe	187	-33	-15.1%
India	1,862	+66	+3.7%
Asia (excl. India)	213	+29	+15.6%
Pakistan	88	+20	+28.5%
Indonesia	69	+4	+6.3%
Philippines	21	+0	+0.4%
Others	334	+10	+3.1%
Latin America	124	+2	+1.6%
Africa	127	+17	+15.7%
Middle East	62	-2	-3.6%
Oceania	21	-7	-24.8%

Sales Result

+7 (+1.0%) (Thousand units)

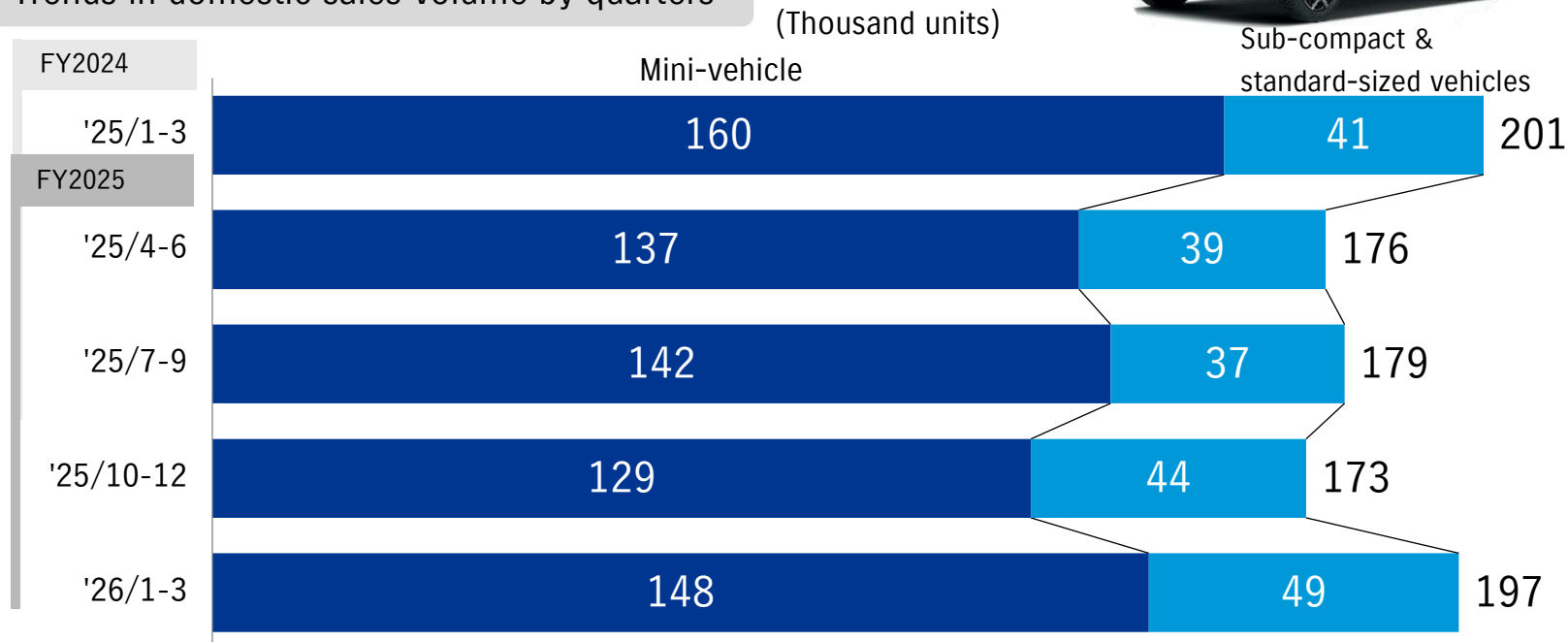


Domestic sales results

- No. 1 market share in mini-vehicle sales volume in FY2025 (33.0% share)
- No. 1 market share in domestic mini-vehicle sales volume for three consecutive years since FY2023
- Sub-compact & standard-sized vehicles sales reached 168 thousand units in FY2025 (record high)
- Combined sales share of mini vehicles and sub-compact & standard-sized vehicles ranked No. 2 for four consecutive years
- The “e VITARA” has made a steady start in sales

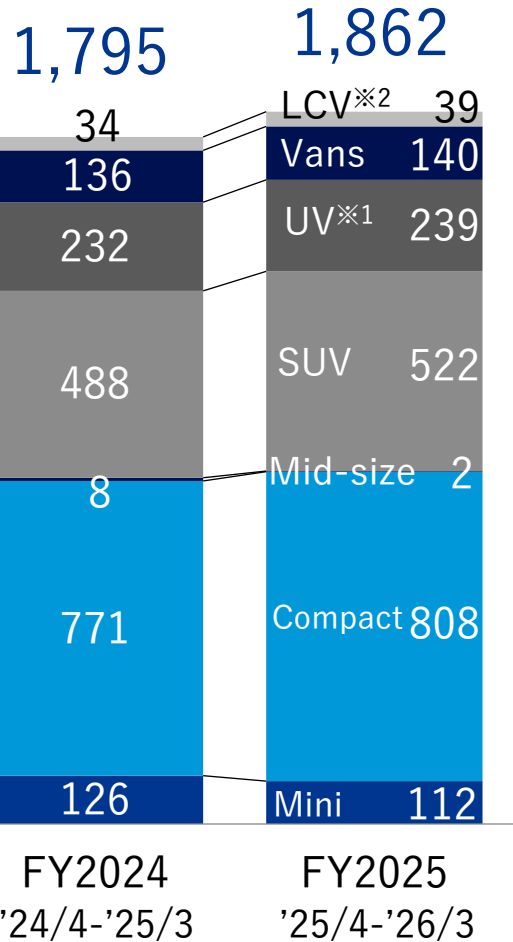


Trends in domestic sales volume by quarters



Sales Result

+67 (+3.7%) (Thousand units)



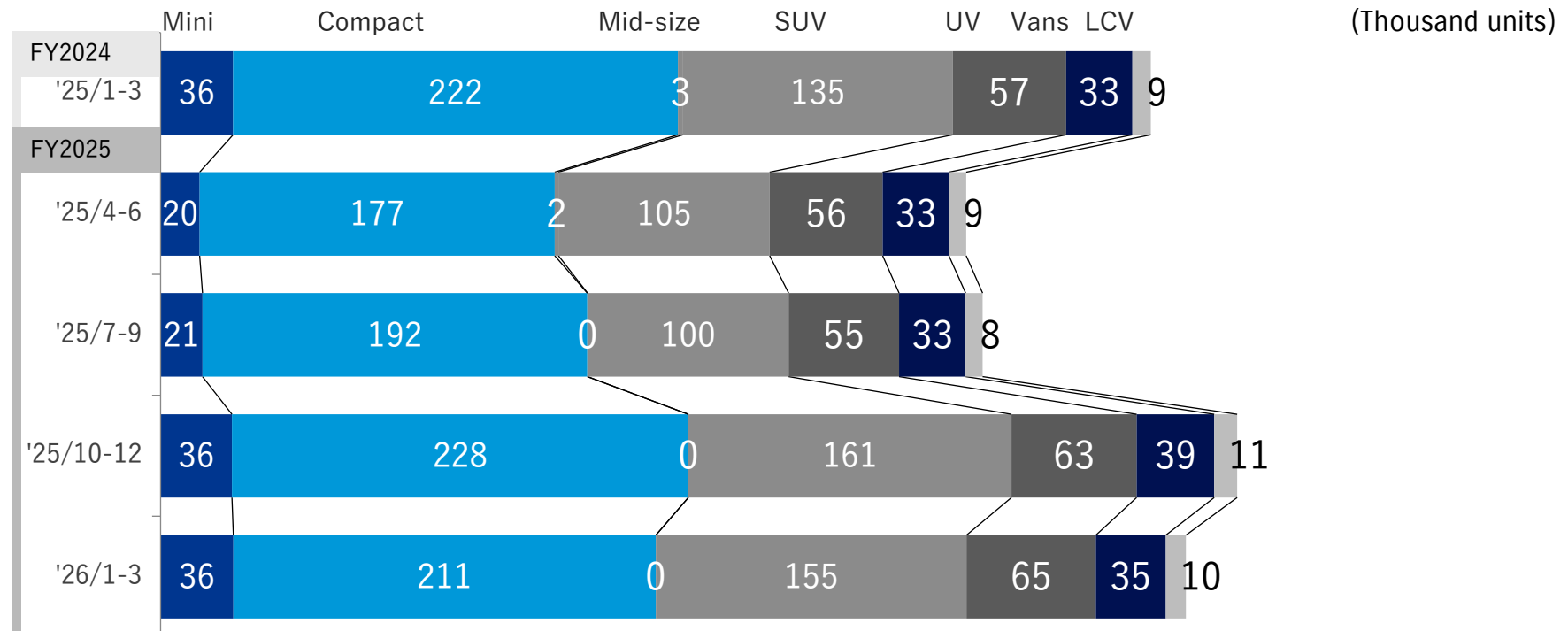
FY2025 Sales in India

- Wholesale sales volume in FY2025 reached 1,862 thousand units (up 3.7% year-on-year), setting a new record high.
- Export volume achieved a record high of 448 thousand units (up 34.6% year-on-year).
- Two new production lines are scheduled to begin operation at the Kharkhoda plant and the Hansalpur plant during the first half of FY2026.

Production capacity of each plant in India

Plant	Current production capacity	Capacity expansion in FY2026	Total
Gurgaon	500		500
Manesar	900		900
Hansalpur	750	+250	1,000
Kharkhoda	250	+250	500
Total	2,400	+500	2,900

Domestic Wholesale Units (Thousand units)



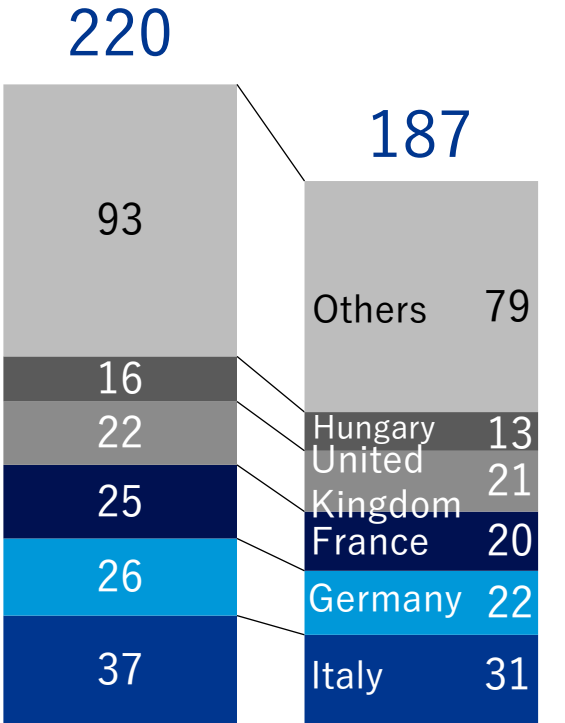
Note: The left graph shows wholesale sales including commercial vehicles (LCV) and excluding OEM.

*1 UV=Utility Vehicles (Ertiga, etc.) *2 LCV=Light Commercial Vehicles

Sales Volume of Automobile | Europe / Asia (excl. India)

Europe

-33 (-15.1%) (Thousand units)

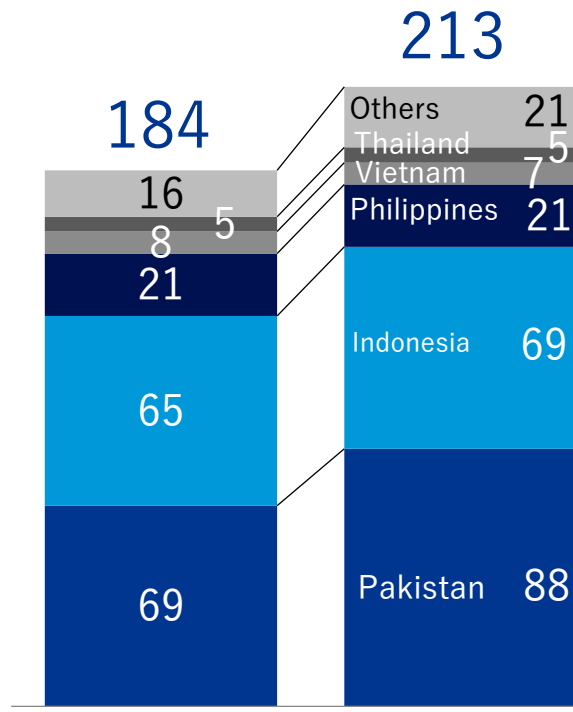


FY2024
'24/4-'25/3

FY2025
'25/4-'26/3

Asia (excl. India)

+29 (+15.6%) (Thousand units)



FY2024
'24/4-'25/3

FY2025
'25/4-'26/3

Sales Results

Europe

- The “e VITARA” was launched in September last year.
- The “Swift” continues to deliver steady sales
- Overall sales volume declined due to factors such as the discontinuation of the “Ignis” and “Jimny”



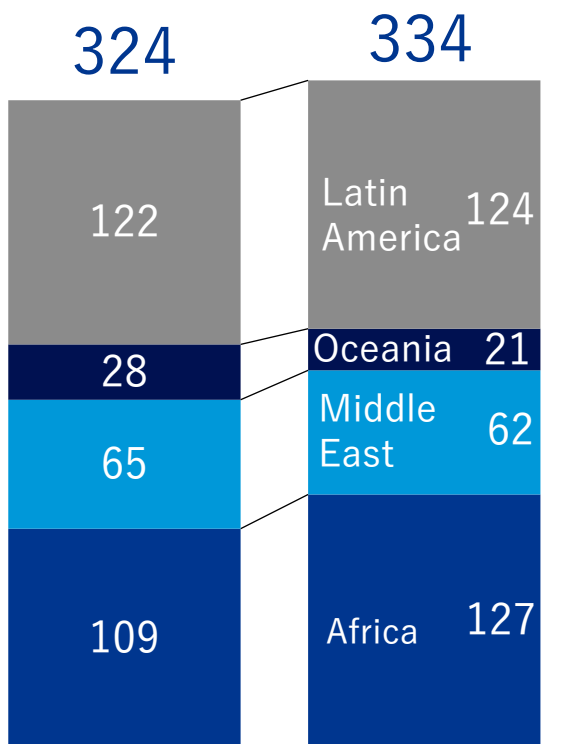
Asia

- Sales volumes in Pakistan increased in line with the steady recovery of the economy.



Sales Results

+10 (+3.1%) (Thousand units)



FY2024
'24/4-'25/3

FY2025
'25/4-'26/3

Sales Results

(Thousand units)

	Volume	Year-on-year	
Africa	127	+17	+15.7%
South Africa	72	+9	+14.8%
Angola	18	+6	+56.1%
Middle East	62	-2	-3.4%
Saudi Arabia	37	+1	+3.3%
Oceania	21	-7	-24.8%
Latin America	124	+2	+1.9%
Mexico	38	-5	-12.3%
Chile	22	+1	+2.5%

- Sales expanded across the African region
- Recorded growth of approximately 15% in South Africa and about 56% in Angola

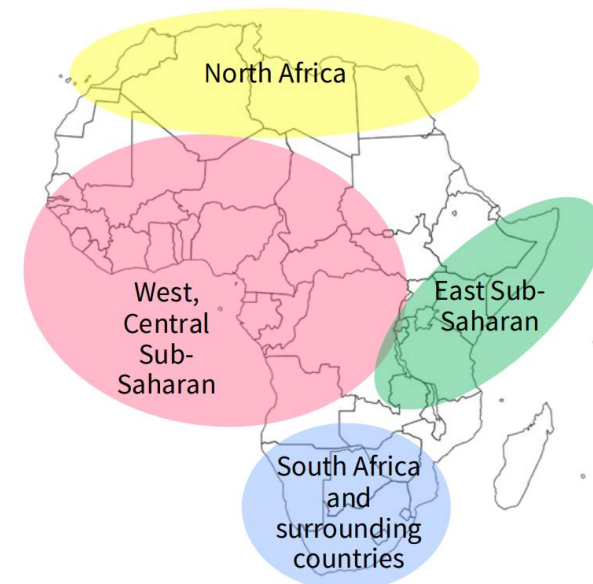


New "ACROSS"
* "VICTORIS" in India

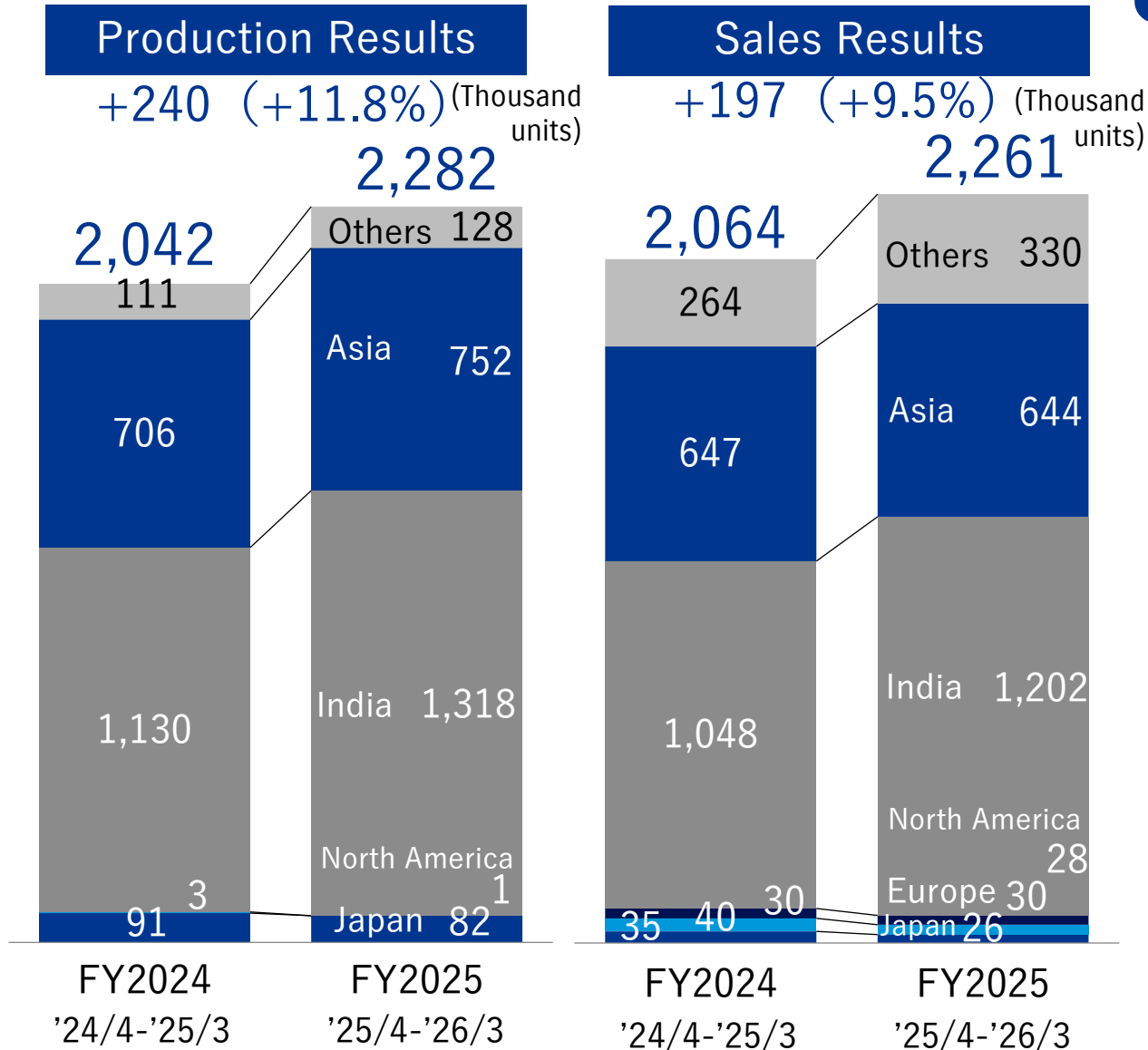
Topic: Africa Automobile Business Briefing Held

- An Africa automobile business briefing was held on April 15
- Please refer to the presentation materials from the link below

https://www.globalsuzuki.com/ir/library/financialpresentation/pdf/2026/africa_20260415.pdf



Production and Sales Volume of Motorcycle | Global



● Topics

- Suzuki Motorcycle India Private Limited, Suzuki’s wholly owned two-wheeler subsidiary in India, marks its 20th anniversary this year since it began motorcycle production in 2006 at its plant in Gurugram, Haryana.



- In the AMA Supercross, the world’s premier motocross racing series held in the United States, Ken Roczen, riding a Suzuki machine (the “RM-Z450”), won the series championship.



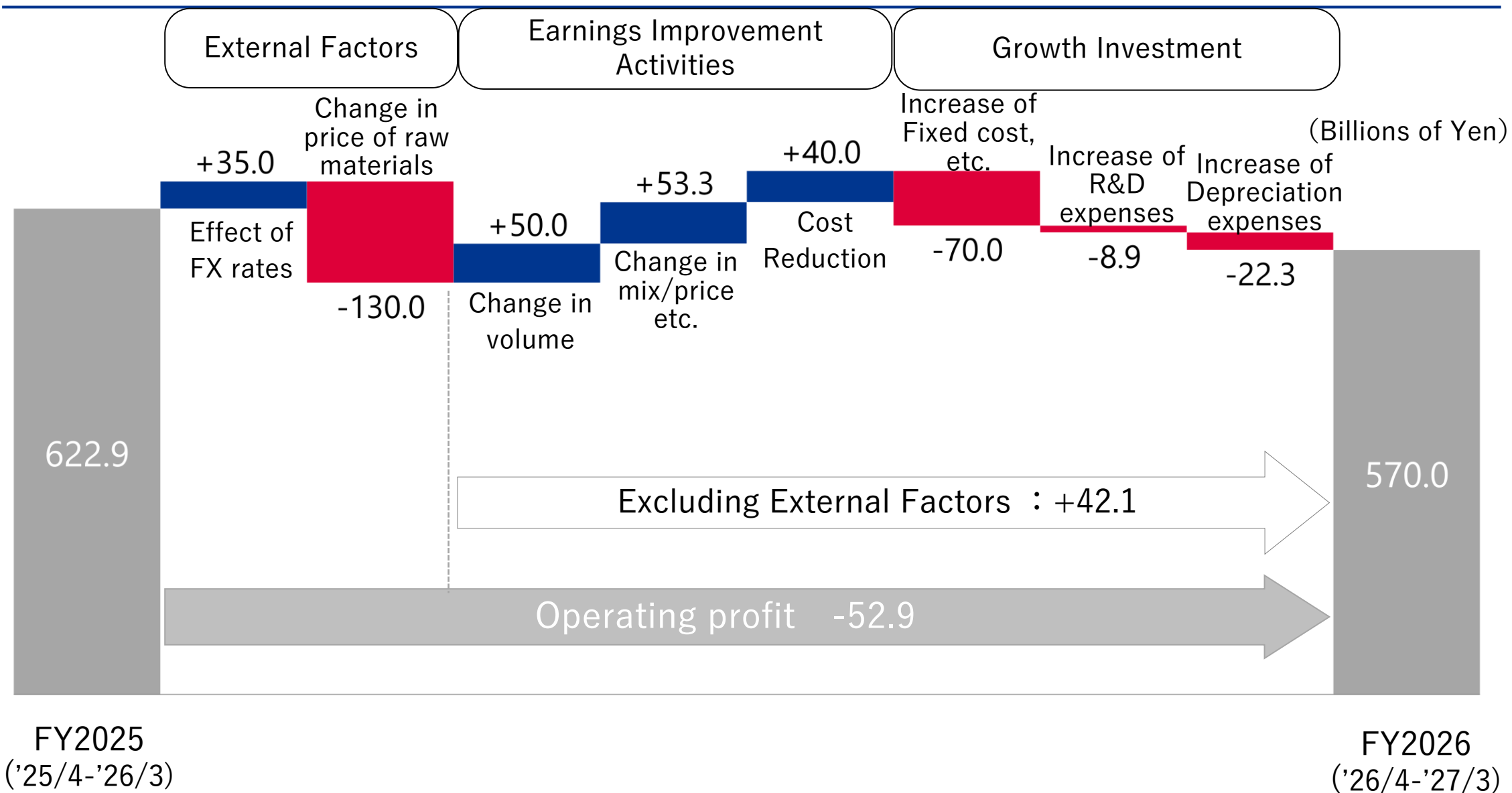
Ken Roczen riding the “RM-Z450”

The Next Year Forecast | Highlights

(Billions of yen)		FY2026 ('26/4-'27/3)	FY2025 ('25/4-'26/3)	Change		Record
					Ratio	
Consolidated Financial Results	Revenue	6,800.0	6,293.0	+ 507.0	+ 8.1%	Increase for the 6th consecutive period
	Operating Profit (Margin)	570.0 (8.4%)	622.9 (9.9%)	-52.9	-8.5%	Decline for the 2nd consecutive period
	Profit before tax (Margin)	660.0 (9.7%)	730.7 (11.6%)	-70.7	-9.7%	First decline in last 7 periods
	Profit* (Margin)	380.0 (5.6%)	439.3 (7.0%)	-59.3	-13.5%	First decline in last 7 periods
FX Rates	US Dollar	155yen	151yen	+ 4yen	+2.9%	
	Euro	180yen	175yen	+ 5yen	+3.1%	
	Indian Rupee	1.70yen	1.72yen	-0.02yen	-1.2%	
Global Sales Volume (Thousand units)	Automobile	3,554	3,320	+ 234	+ 7.1%	
	Motorcycle	2,321	2,261	+ 61	+ 2.7%	
Dividend	Annual Dividends Per Share	51yen	46yen	+ 5yen	+ 10.9%	
Capital Efficiency	ROE	10.8%	13.8%		-3.1%	

* Profit attributable to owners of parent

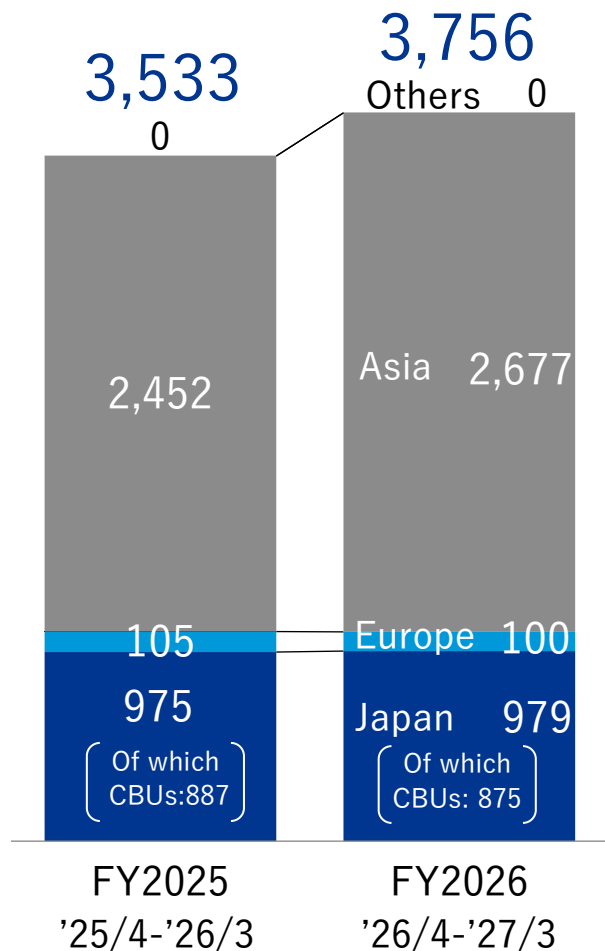
The Next Year Forecast | Factors of Change in Operating Profit(vs FY2025)



The Next Year Forecast | Production and Sales Volume of Automobile

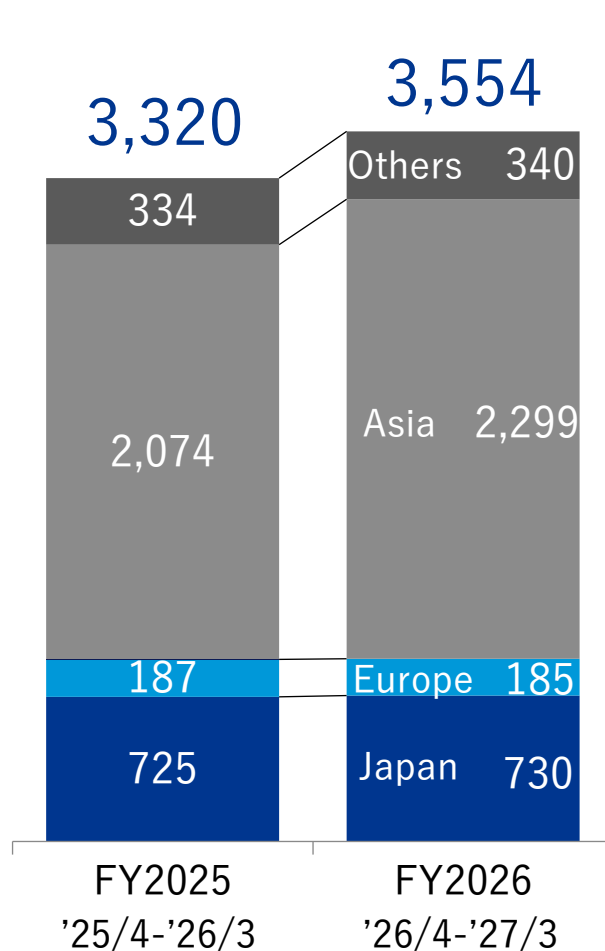
Production volume

+223 (+6.3%) (Thousand units)



Sales volume

+234 (+7.1%) (Thousand units)



Production Volume

(Thousand units)	FY2025	FY2026	Change	Ratio
Total	3,533	3,756	+223	+6.3%
Japan	975	979	+4	+0.4%
Europe	105	100	-6	-5.3%
Asia	2,452	2,677	+225	+9.2%
Others	0	0	-0	-82.8%

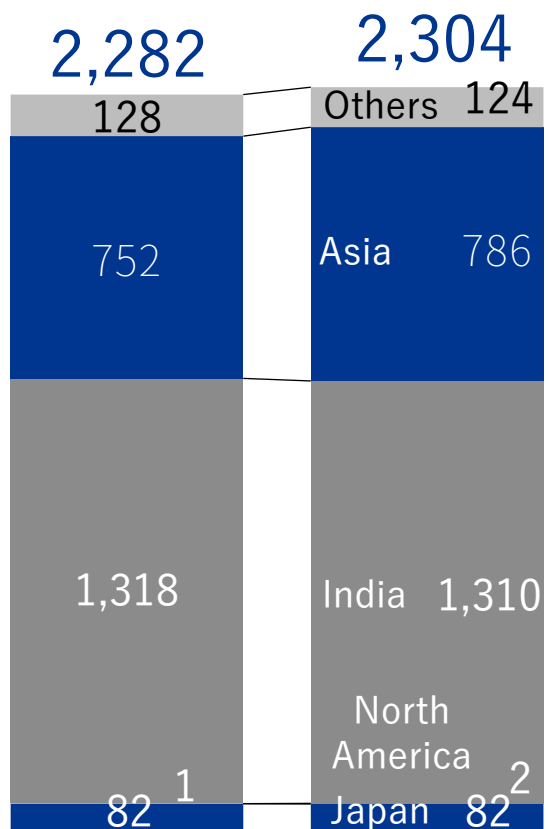
Sales Volume

(Thousand units)	FY2025	FY2026	Change	Ratio
Total	3,320	3,554	+234	+7.1%
Japan	725	730	+5	+0.8%
Europe	187	185	-1	-0.8%
Asia	2,074	2,299	+224	+10.8%
Others	334	340	+6	+1.8%

The Next Year Forecast | Production and Sales Volume of Motorcycle

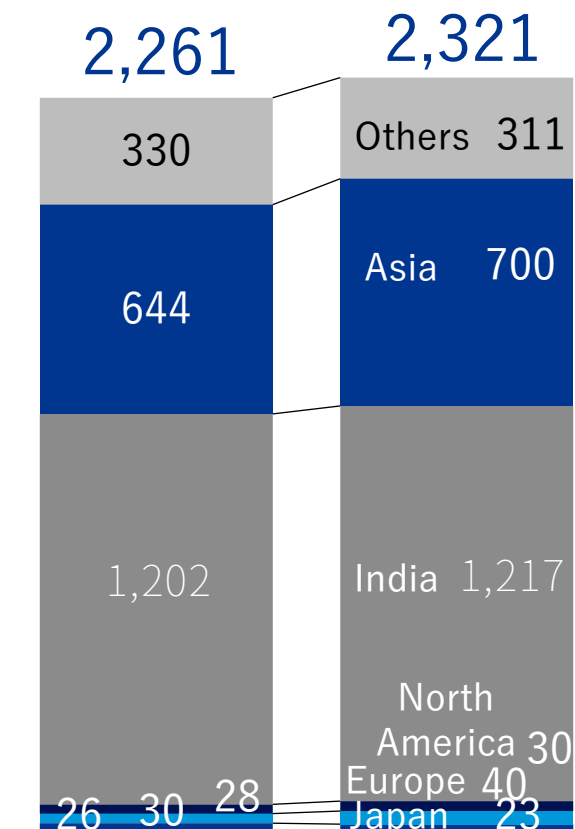
Production volume

+23 (+1.0%) (Thousand units)



Sales volume

+61 (+2.7%) (Thousand units)



Production volume

(Thousand units)	FY2025	FY2026	Change	Ratio
Total	2,282	2,304	+23	+1.0%
Japan	82	82	-0	-0.6%
North America	1	2	+1	+69.5%
India	1,318	1,310	-8	-0.6%
Asia(excl.India)	752	786	+34	+4.6%
Others	128	124	-4	-3.3%

Sales volume

(Thousand units)	FY2025	FY2026	Change	Ratio
Total	2,261	2,321	+61	+2.7%
Japan	26	23	-2	-9.6%
Europe	30	40	+10	+32.5%
North America	28	30	+2	+7.6%
India	1,202	1,217	+15	+1.2%
Asia(excl.India)	644	700	+56	+8.6%
Others	330	311	-19	-5.9%

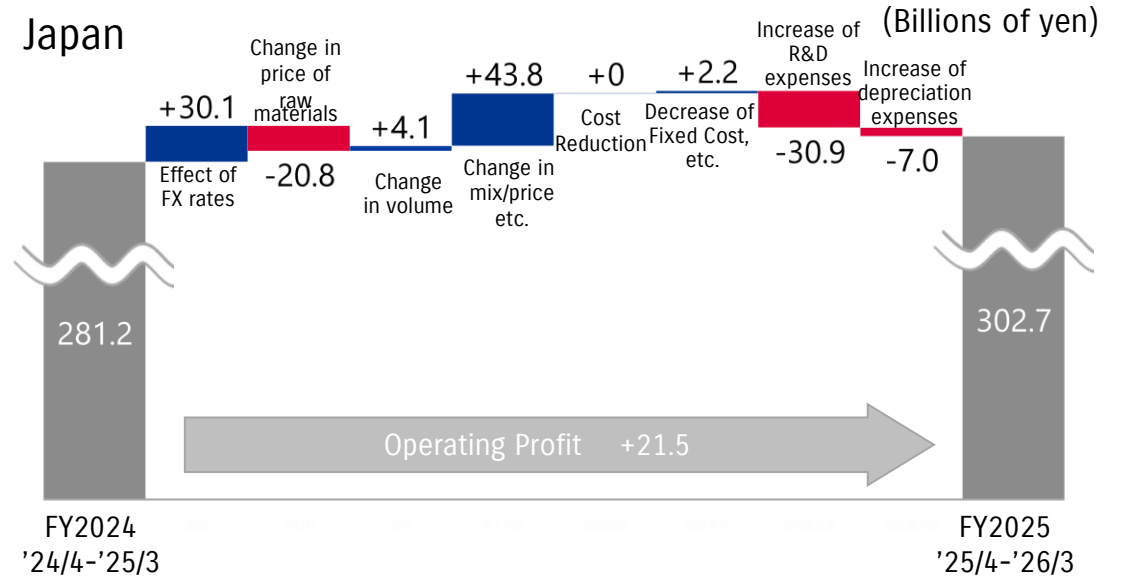
Appendix

FY2025 Results | Operating Results by Geographic Region / Factors of Change in Operating Profit

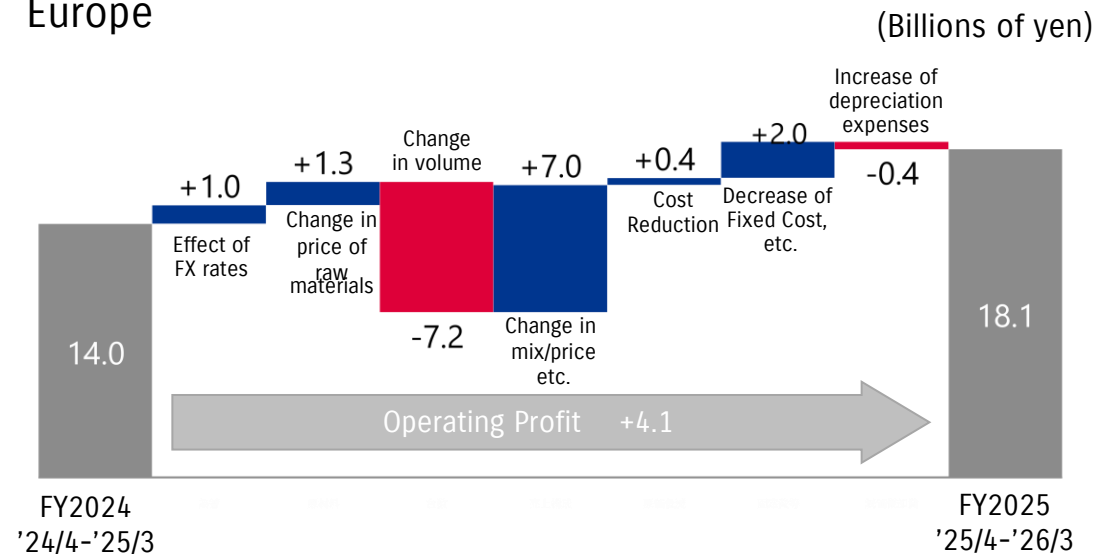
Performance by Geographic Segment

(Billions of yen)

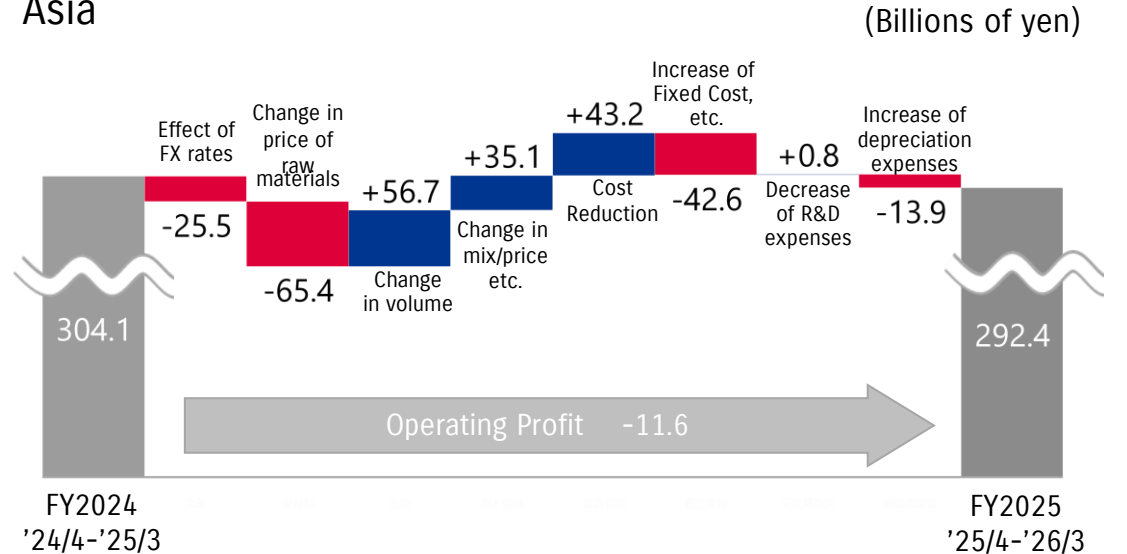
	'25/4-'26/3					'26/1-3				
	Revenue		Operating profit			Revenue		Operating profit		
		YoY		YoY	Margin		YoY	YoY	Margin	
Japan	3,249.5	+12%	302.7	+8%	9.3%	922.2	+24%	92.3	+61%	10.0%
Europe	735.0	-8%	18.1	+29%	2.5%	224.0	+10%	6.6	+17%	3.0%
Asia	3,709.7	+13%	292.4	-4%	7.9%	1,054.3	+21%	86.7	+11%	8.2%
Others	491.9	+8%	20.4	+55%	4.2%	141.8	+19%	5.6	+21%	4.0%
Total	6,293.0	+8%	622.9	-3%	9.9%	1,776.3	+15%	193.8	+19%	10.9%



Europe



Asia



Non-Consolidated | Financial Summary

(Billions of yen)	FY2025 (‘25/4-‘26/3)	FY2024 (‘24/4-‘25/3)	Change		Record
				Ratio	
Net Sales	2,967.9	2,627.9	+ 340.0	+ 12.9%	Record high, Increased for the 4th consecutive period
Japan	1,297.6	1,197.2	+ 100.4	+ 8.4%	
Overseas	1,670.4	1,430.7	+ 239.7	+ 16.8%	
General trade	824.4	785.3	+ 39.1	+ 5.0%	
Triangle trade	846.0	645.4	+ 200.6	+ 31.1%	
Operating Profit (Margin)	224.1 (7.6%)	188.1 (7.2%)	+ 36.0	+ 19.2%	Record high, First Increased in last 2 periods
Ordinary Profit (Margin)	284.4 (9.6%)	239.0 (9.1%)	+ 45.4	+ 19.0%	Record high, First Increased in last 2 periods
Profit (Margin)	253.7 (8.5%)	231.1 (8.8%)	+ 22.6	+ 9.8%	Record high, Increased for the 7th consecutive period

FY2025 Results | Highlights of Maruti Suzuki India

		Rupees (Billions of Rupees) ^{*1}			Yen Conversion (Billions of yen)		
		FY2025 (^{'25/4} - ^{'26/3})	FY2024 ^{*4} (^{'24/4} - ^{'25/3})	Change	FY2025 (^{'25/4} - ^{'26/3})	FY2024 (^{'24/4} - ^{'25/3})	Change
Consolidated	Net Sales	1,743.8	1,451.1	+ 292.7	2,999.4	2,641.0	+ 358.4
	Operating profit ^{*2} (Margin)	147.1 (8.4%)	145.5 (10.0%)	+ 1.7	253.1 (8.4%)	264.8 (10.0%)	-11.7
	Profit before taxes (Margin)	191.2 (11.0%)	196.2 (13.5%)	-5.0	328.8 (11.0%)	357.1 (13.5%)	-28.2
	Profit after taxes (Margin)	146.8 (8.4%)	145.0 (10.0%)	+ 1.8	252.5 (8.4%)	263.9 (10.0%)	-11.4
	FX rates	1.72yen	1.82yen	-0.10yen			
Wholesale (Thousand units)	Domestic ^{*3}	1,975	1,902	+ 73			
	Exports ^{*3}	448	333	+ 115			
	Total	2,423	2,234	+ 188			

Note. The above figures are for reference purpose only as financial results of Maruti Suzuki India are based on IndAS (Indian IFRS).

※1 Results shown in Rupees are consolidated results announced by Maruti Suzuki India on Apr. 28.

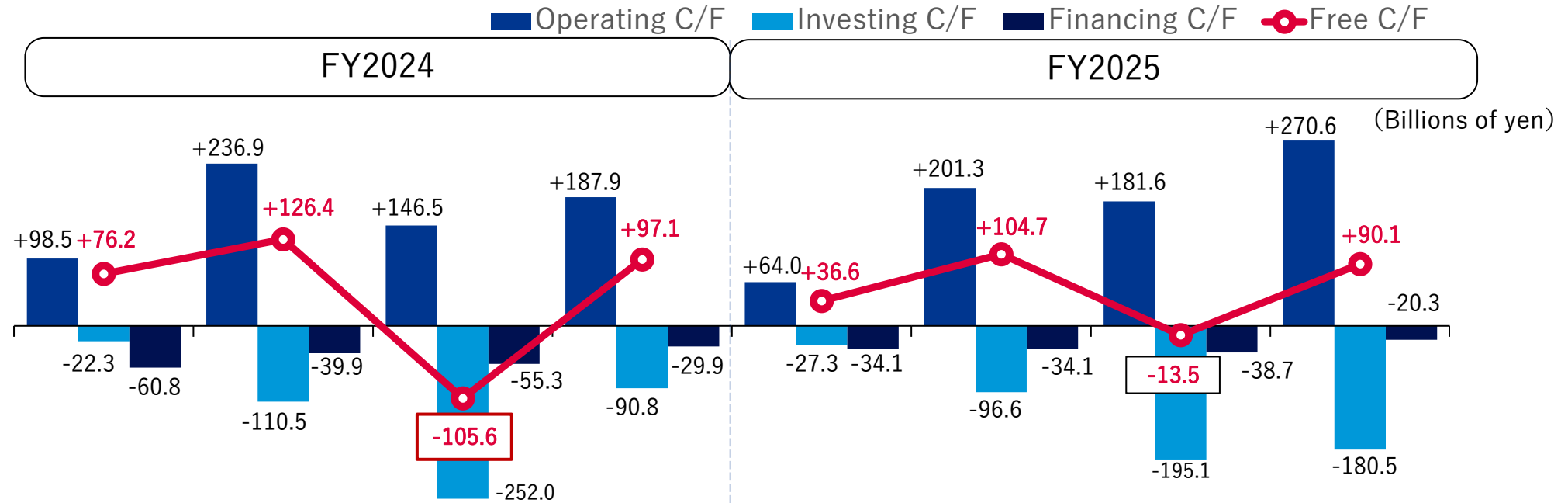
※2 Operating Profit is calculated by using the following formula:

Operating Profit = Sale of products + Sale of services + Other operating revenues - Total Expenses + Finance costs

※3 Domestic and exports include OEM units

※4 Results for the same period of the previous fiscal year are recalculated based on the assumption that SMG is consolidated from the beginning of the previous fiscal year for comparison with the current fiscal year.

FY2025 Results | Cash Flows (Quarterly trends)



	FY2024				FY2025			
	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Free C/F	+76.2	+126.4	-105.6	+97.1	+36.6	+104.7	-13.5	+90.1
Financing C/F	-60.8	-39.9	-55.3	-29.9	-34.1	-34.1	-38.7	-20.3
(of which dividend payout)*1	(-32.4)	(-30.1)	(-38.5)	(+0.2)	(-40.6)	(-30.1)	(-42.9)	(+0.0)
Effect of FX rate	+19.8	-31.3	+19.0	-13.0	+4.0	+10.1	+24.3	+1.4
Net change in cash	+35.2	+55.2	-141.9	+54.2	+6.6	+80.8	-27.9	+71.1
Cash balance	+875.2	+930.4	+788.5	+842.7	+849.3	+930.0	+902.2	+973.3
Net cash	+102.7	+173.2	+35.2	+117.4	+113.6	+194.1	+155.6	+224.7
(Monthly sales ratio)*2	(0.2 months)	(0.4 months)	(0.1 months)	(0.2 months)	(0.2 months)	(0.4 months)	(0.3 months)	(0.4 months)

*1 Including dividends paid to non-controlling interests

*2 Monthly sales ratio is calculated based on the average monthly sales of the full-year sales for each fiscal year.

FY2025 Results | Capital Expenditures, etc.

	FY2025 (‘25/4-‘26/3)	FY2024 (‘24/4-‘25/3)	Change
Capital Expenditures	350.7bln yen	361.8bln yen	-11.2bln yen
Non-consolidated	108.8bln yen	91.3bln yen	+ 17.5bln yen
Subsidiaries	241.8bln yen	270.5bln yen	-28.7bln yen
(of which India)	(175.3bln yen)	(197.5bln yen)	(-22.1bln yen)
Depreciation Expenses	217.7bln yen	196.1bln yen	+ 21.6bln yen
R&D Expenses (P/L Basis)	271.1bln yen	241.0bln yen	+ 30.1bln yen
R&D Expenses (Cash Out Basis)	270.4bln yen	265.6bln yen	+ 4.9bln yen

*India is total of 6 subsidiaries (Maruti Suzuki India (Including SMG), SMIPL, TDSG, SRDI, Suzuki Digital, NBV).

*Leases, capex & amortization for intangible assets are not included in the results above.

*From 4Q of FY2025, the Company presents research and development expenses based on the amounts recognized in the consolidated statement of profit or loss. This does not represent a change in accounting policy. Research and development expenses recognized in the period represent the total amount of R&D-related expenses charged to profit or loss for the period, and may not necessarily equal the amount of cash expenditures incurred for research and development activities.

	FY2025 end of '26/3	FY2024	
		end of '25/3	Change
Interest-Bearing Debt balance	748.6bln yen	725.3bln yen	+23.3bln yen
Consolidated Subsidiaries	121	122	-1
Entities accounted for using equity method	37	35	+2
Employees	76,889	74,077	+2,812

FY2025 Results | Change in Presentation of R&D Expenses

(Billions of yen)

		1Q	2Q	3Q	4Q	Total
FY2025	R&D Expenses (P/L Basis)	62.1	69.6	68.0	71.4	271.1
	R&D Expenses (Cash Out Basis)	63.1	71.9	62.6	72.9	270.4
	Differences	-1.0	-2.3	+5.4	-1.4	+0.6
FY2024	R&D Expenses (P/L Basis)	59.1	54.6	56.6	70.8	241.0
	R&D Expenses (Cash Out Basis)	55.7	67.8	56.7	85.3	265.6
	Differences	+3.4	-13.2	-0.1	-14.6	-24.6
YoY	R&D Expenses (P/L Basis)	+3.0	+15.0	+11.4	+0.7	+30.1
	R&D Expenses (Cash Out Basis)	+7.3	+4.1	+5.9	-12.5	+4.9
	Differences	-4.4	+10.9	+5.5	+13.1	+25.2

*From 4Q of FY2025, the Company presents research and development expenses based on the amounts recognized in the consolidated statement of profit or loss. This does not represent a change in accounting policy. Research and development expenses recognized in the period represent the total amount of R&D-related expenses charged to profit or loss for the period, and may not necessarily equal the amount of cash expenditures incurred for research and development activities.

FY2025 Results | Foreign Exchange Rates

	FY2025 ('25/4-'26/3) (yen)	FY2024 ('24/4-'25/3) (yen)	Change from FY2024 (yen) (%)		Effect of FX rates in operating profit	
					Exchange sensitivity ^{*2} (bln yen)	Impact amount (bln yen)
Euro	175	164	+11	+6.6%	+1.9	+20.7
Sterling Pound	202	195	+7	+3.7%	+0.4	+3.1
South African Rand	8.71	8.37	+0.34	+4.1%	※2 +0.1	+3.0
Mexican Peso	8.16	8.02	+0.14	+1.7%	※2 +0.1	+1.5
Polish Zloty	41	38	+3	+7.3%	+0.5	+1.3
Pakistani Rupee	0.54	0.55	-0.01	-1.8%	※2 +1.2	-1.2
US Dollar	151	153	-2	-1.3%	+0.9	-1.6
Indian Rupee	1.72	1.82	-0.10	-5.5%	※2 +2.2	-22.2
Others ^{*1}	—	—	—	—		+1.9
Effect of FX rates total						+6.4

*1 Others... Of the impact amount +1.9 billion yen: Australian dollar +0.8 billion yen, Indonesian rupiah +0.6 billion yen, Taiwan dollar +0.6 billion yen, Chilean peso +0.5 billion yen, New Zealand dollar -0.2 billion yen, Vietnamese Dong -0.4 billion yen, etc.

*2 Exchange sensitivity...The impact of a yen depreciation on operating profit.

However, for Indian Rupee, Pakistani Rupee, and Mexican Peso, South African Rand, the impact of a move of 0.01 yen on operating profit.

Full Year Forecast | Foreign Exchange Rates

	FY2026 Forecast (yen)	FY2025 Result (yen)	Change from FY2025		Effect of FX rates in operating profit	
			(yen)	(%)	Exchange sensitivity* ¹ (bln yen)	Impact amount (bln yen)
Euro	180	175	+ 5	+3.1%	+1.9	+10.3
South African Rand	9.46	8.71	+ 0.75	+8.6%	※1 +0.1	+7.7
Mexican Peso	8.84	8.16	+ 0.68	+8.3%	※1 +0.1	+5.9
US Doller	155	151	+ 4	+2.9%	+1.0	+4.2
Australian Doller	108	100	+ 8	+8.3%	+0.4	+3.2
Pakistani Rupee	0.56	0.54	+ 0.02	+3.7%	※1 +1.4	+2.8
Sterling Pound	208	202	+ 6	+3.0%	+0.3	+1.7
Indian Rupee	1.70	1.72	-0.02	-1.2%	※1 +3.5	-6.9
Effect of FX rates total						+35.0

※1 Exchange sensitivity...The impact of a yen depreciation on operating profit.

However, for Indian Rupee, Pakistani Rupee, and Mexican Peso, South African Rand, the impact of a move of 0.01 yen on operating profit.

Full Year Forecast | Capital Expenditures, Depreciation Expenses, R&D Expenses

(Billions of yen)	FY2026 Forecast	FY2025	Change
Capital Expenditures	380.0	350.7	+ 29.3
Depreciation Expenses	240.0	217.7	+ 22.3
Expenses (PL Basis)	280.0	271.1	+ 8.9
Expenses (Cash Out Basis)		270.4	+ 9.6

*Leases, capex & amortization for intangible assets are not included in the results above.

*From 4Q of FY2025, the Company presents research and development expenses based on the amounts recognized in the consolidated statement of profit or loss. This does not represent a change in accounting policy. Research and development expenses recognized in the period represent the total amount of R&D-related expenses charged to profit or loss for the period, and may not necessarily equal the amount of cash expenditures incurred for research and development activities.



FY2025 Financial Results



Hayabusa Tuned by JURI

May 14, 2026

SUZUKI MOTOR CORPORATION



Caution with respect to Forward-Looking Statements

- The forward-looking statements mentioned in this presentation are based on currently available information and assumptions, contain risks and uncertainty and do not constitute guarantees of future achievement.
- Please note that the future results may greatly vary by the changes of various factors.
- Those factors, which may influence the future results, include geopolitical uncertainty, economic conditions and the trend of demand in major markets and the fluctuations of foreign exchange rates.

[English translation from the original Japanese language document]